

# Advanced Leadership Training (ALTSIM)

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# ALTSIM

## Advanced Leadership Training Simulation

**Project Director: Nick Iuppa**  
**Vice President & Manager**  
**Paramount Simulation Group**  
**Paramount Enterprises**



# ALTSIM Hypothesis

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**Stress exposure training can inoculate trainees against the impact of stress in actual task performance situations**

*Making Decisions Under Stress - The TADMUS project*

**Stories are designed to bring participants through a series of progressively greater complications to a final crisis that presents the ultimate challenge to their skill and values**

*Robert McKee - STORY - The Principles of Screenwriting*



# Instructional Goals

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- **Command Center Teams will be able to**
  - Maintain accurate, balanced situation awareness
  - Make “scenario appropriate” decisions in the face of complex crisis situations
  - Provide accurate, timely information and support to units in their area of responsibility
  - Delegate operational tasks effectively
  - Follow military procedures in carrying out all tasks



# Content Advisors & Sources

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- **Text Research**

- Brigade Battle Captain Prototype Training (ARI-Ft. Benning)
- Army Leadership Field Manual
- 66 Stories of Battle Command
- Making Decision Under Stress (TADMUS Project)

- **On-Site Observation**

- Military Exercises, Ft. Knox Battle Lab

- **Subject Matter Experts: Scenario Development**

- James (Pat) O'Neal General Officer (ret.)
- WM. Forrest Crane Col. (ret.)
- Battle Captain Greg D. Robertson, HHC, 3rd ID. G3 Operations In Bosnia; transferred to G3 Ops Ft. Seward Ga.



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# **ALTSIM VIDEO**





# The Road to Kandun



# Building the Story & the Environment

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- **Back Story: Road to War, Terrain, Orders of Battle**
- **Tactical Story (Master Story Line)**
  - OPFOR strategy and sequenced actions
  - U.S. OPLAN, actions and communications
- **Interactive Design & Environment**
  - Tools for reading and visualizing the battle space
  - Tools for entering input and directing operations.
  - Incoming radio communications, intel, sitreps
  - Virtual characters programmed to prompt trainee actions and respond to trainee input.
  - Variable outcomes based on trainee COAs.





# Creating Characters

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- **Characters &**

- Brigade Commander (Virtual)
- Host Nation District Military Commander
- Task Force Commander (Virtual)
- ZNN Field News Correspondent

- **Functions**

- Prompts & Guidance
- Challenges
- Prompts & Challenges
- Updates situation, reports outcomes & end state

Characters are created with an eye to facilitating interactivity and the advancement of the story.



# Character Profile

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## **COL. OZUMAN KURGAT**

**CDR, Korastani Defense Force, N.E. Military Dist.**

- **Background**
  - Family ties to power
  - No formal military education
- **Personality**
  - Cunning; street smarts; duplicitous if necessary
- **Primary motivation: *Building and protecting his power***
  - KLF incursions have hurt his pride and credibility
- **Agenda**
  - Protect key cities, infrastructure, military assets from attack
  - If necessary, cede control of rural areas in order to concentrate troops on protecting key assets.



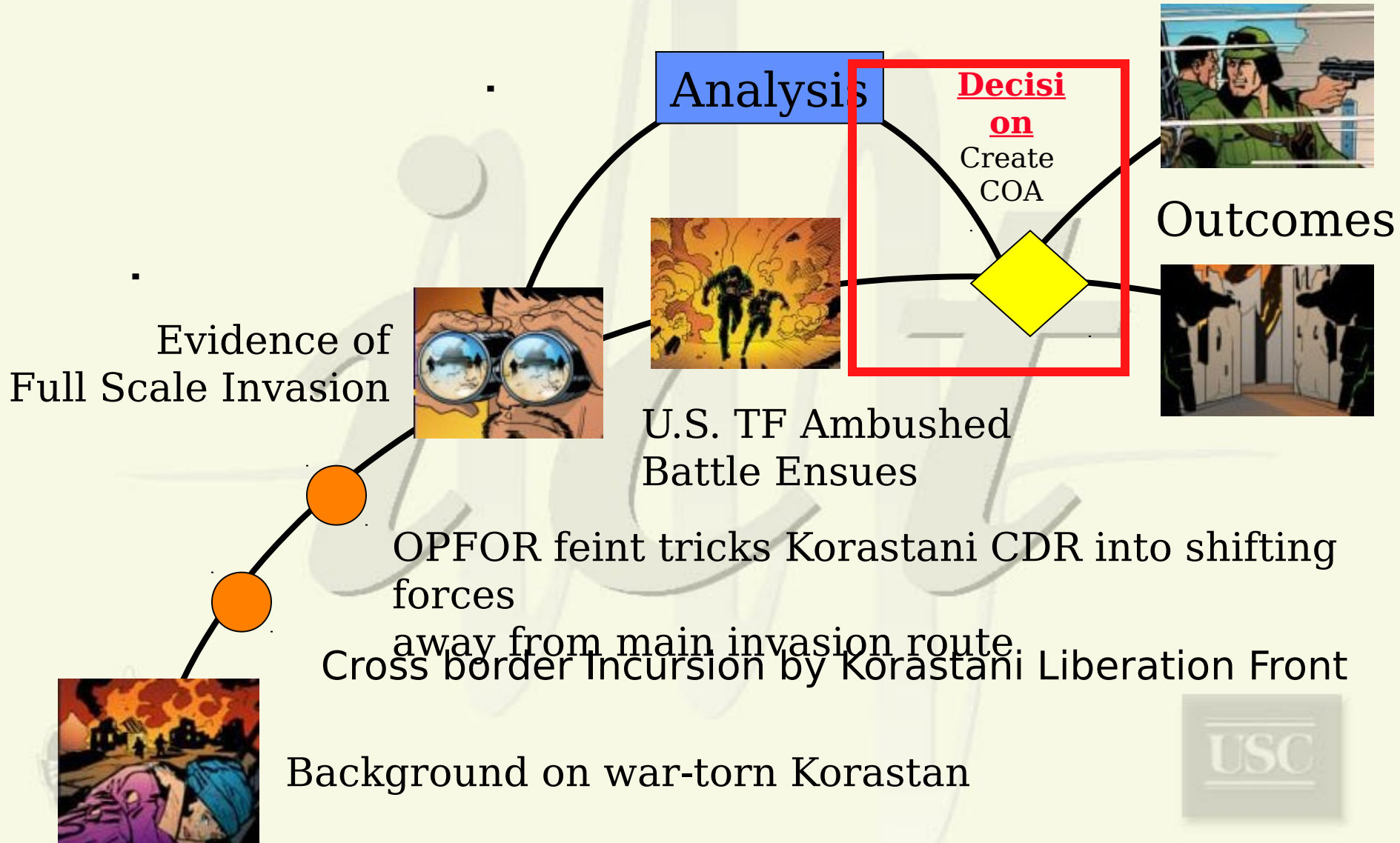
# Korastan Scenario: Road to War

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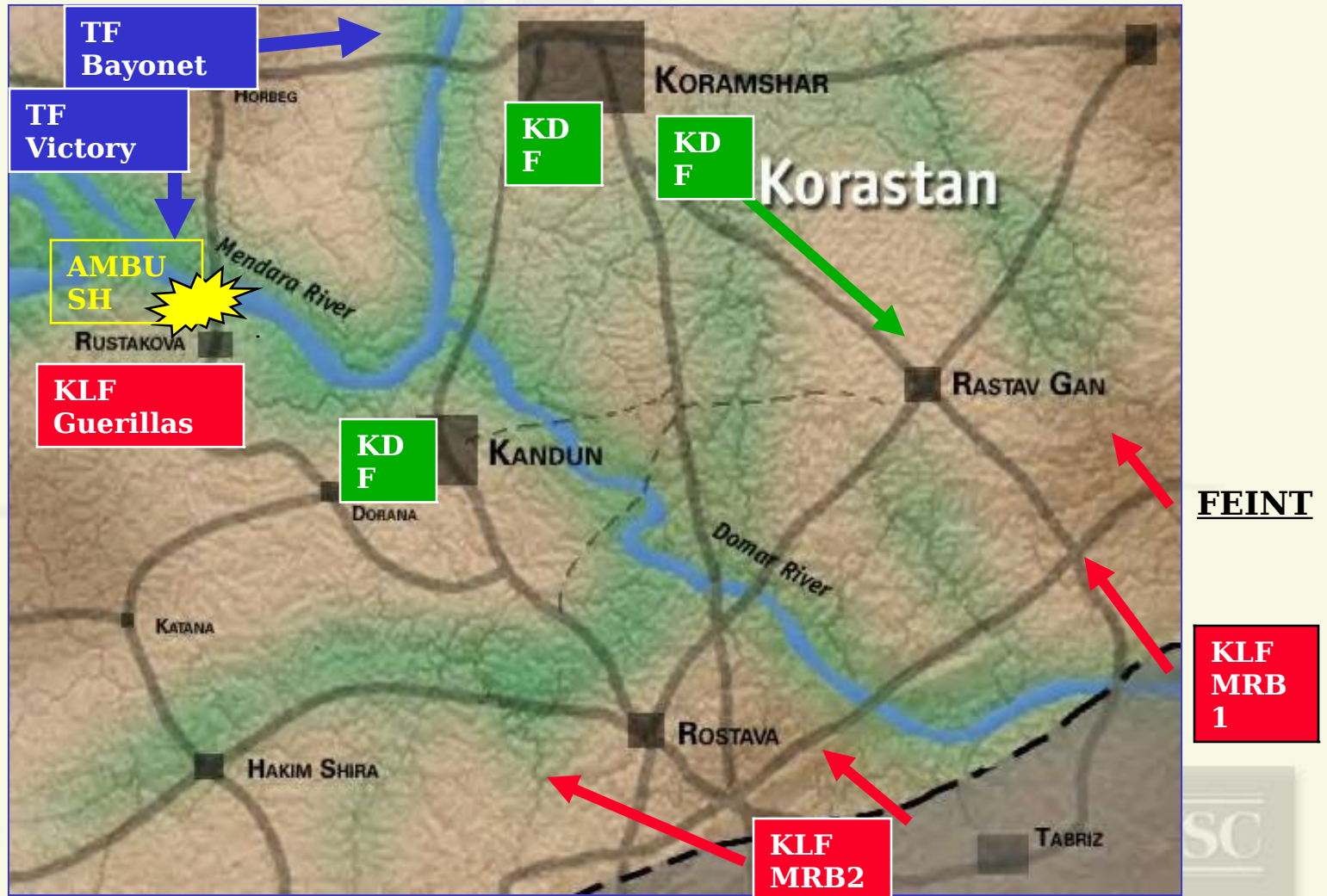
- **KORASTAN: U.S. Ally**
  - Fragile embryonic democracy, looking to the West
  - Under attack by the Korastani Liberation Front (KLF)
- **The Korastani Liberation Front (KLF)**
  - Wants to preserve power of the warlords
  - Waging a campaign of terror against Korastani civilians and infrastructure
- **U.S. Action**
  - Deployed a Joint Task Force. Stryker Brigade Combat Team has been in Korastan 48 hrs
- **Situation**
  - ***Extremely volatile: Will U.S. response deter a major KLF attack? Or trigger it?***



# ALTSIM Scenario: Snapshot of Act 1



# Northeast Korastan





# ALTSIM: Story Arc for Act One

## Elements

TF Victory (U.S.)

Korastani Defense  
Force

Korastani Liberation  
Front

Progressive  
Complications

Inciting  
Incident

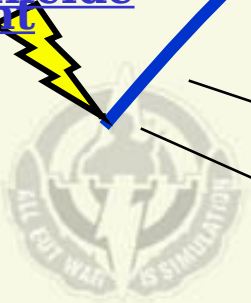
AMBUSH! TF Victory attacked by KLF guerillas at Rustakova

KLF MRB2 pushes KLF Border Unit into full retreat

KLF MRB2 invades Korastan west of the Domar River

KDF concentrates forces in the east

INVASION! KLF MRB1 invades Korastan east of the Domar River



# ALTSIM: Story Arc for Act One

## Elements

TF Victory (U.S.)

Korastani Defense  
Force

Korastani Liberation  
Front

## Crisis

## Progressive Complications

Inciting  
Incident

KLF MB2 fragments & disappears into  
concealing terrain

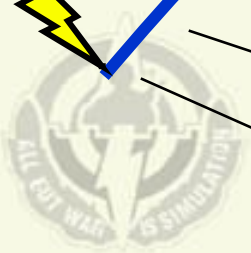
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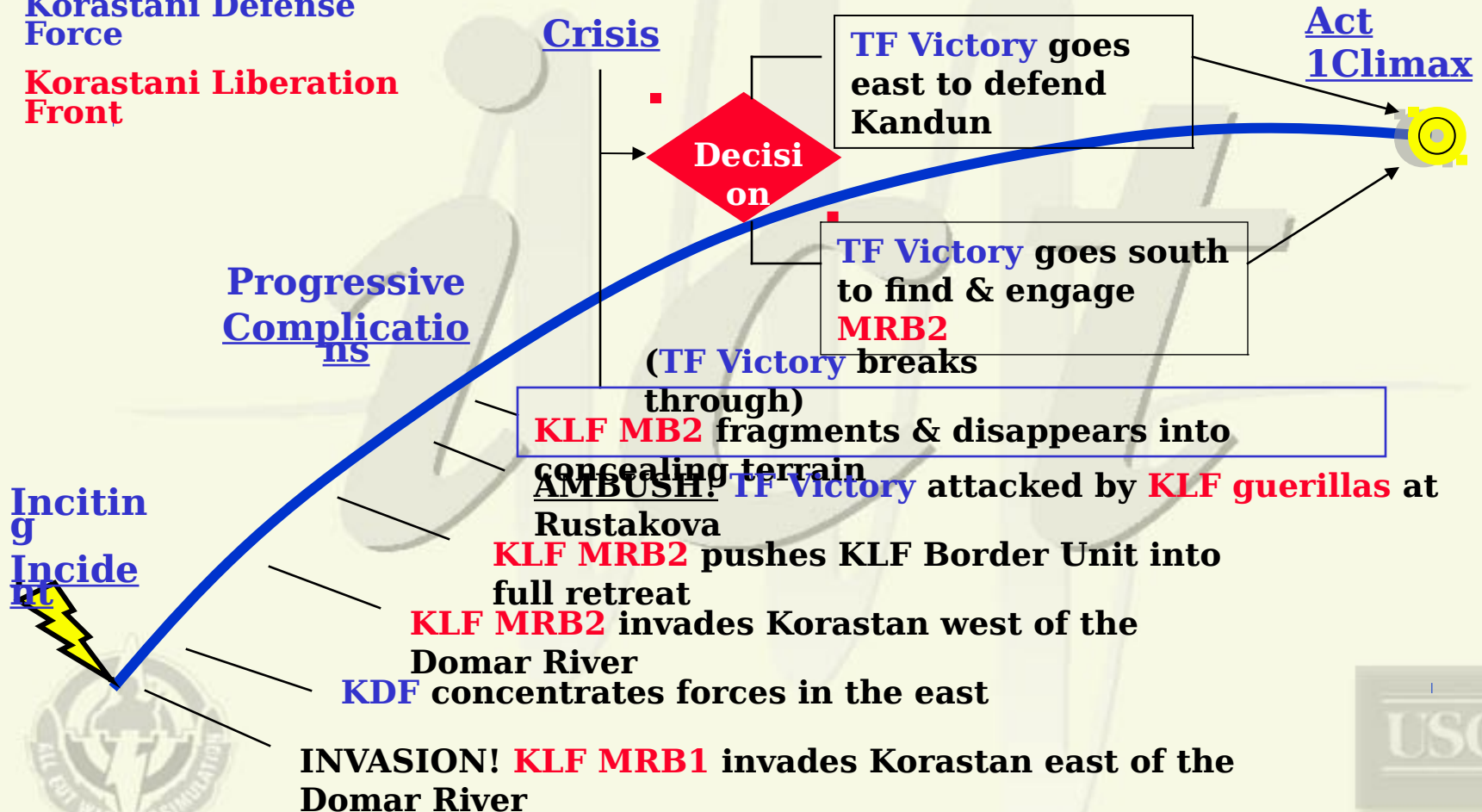
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## Elements

TF Victory (U.S.)

Korastani Defense Force

Korastani Liberation Front



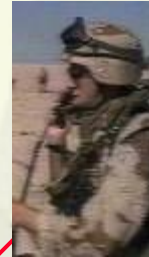
# The Interactive Experience



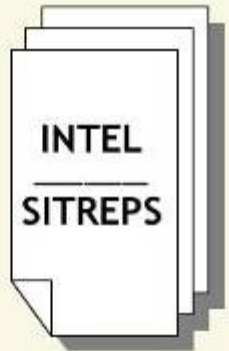
**Virtual Characters**



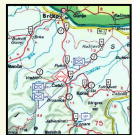
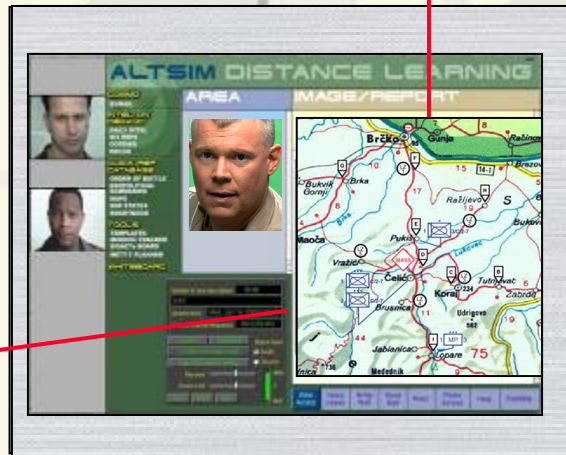
**Video**



**Radio Calls**



**Text Documents**



**Map Updates**



# TASK: Determine OPFOR intent & Create COA

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## ***ACTIONS***

- **BUILD SITUATION AWARENESS**
  - Check latest updates
  - Tap info channels
  - Launch RECON
- **INTERPRET OPFOR INTENT**
- **DEVELOP COA**
- **ISSUE FRAGO**





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## ***INTERACTIVE TOOLS***

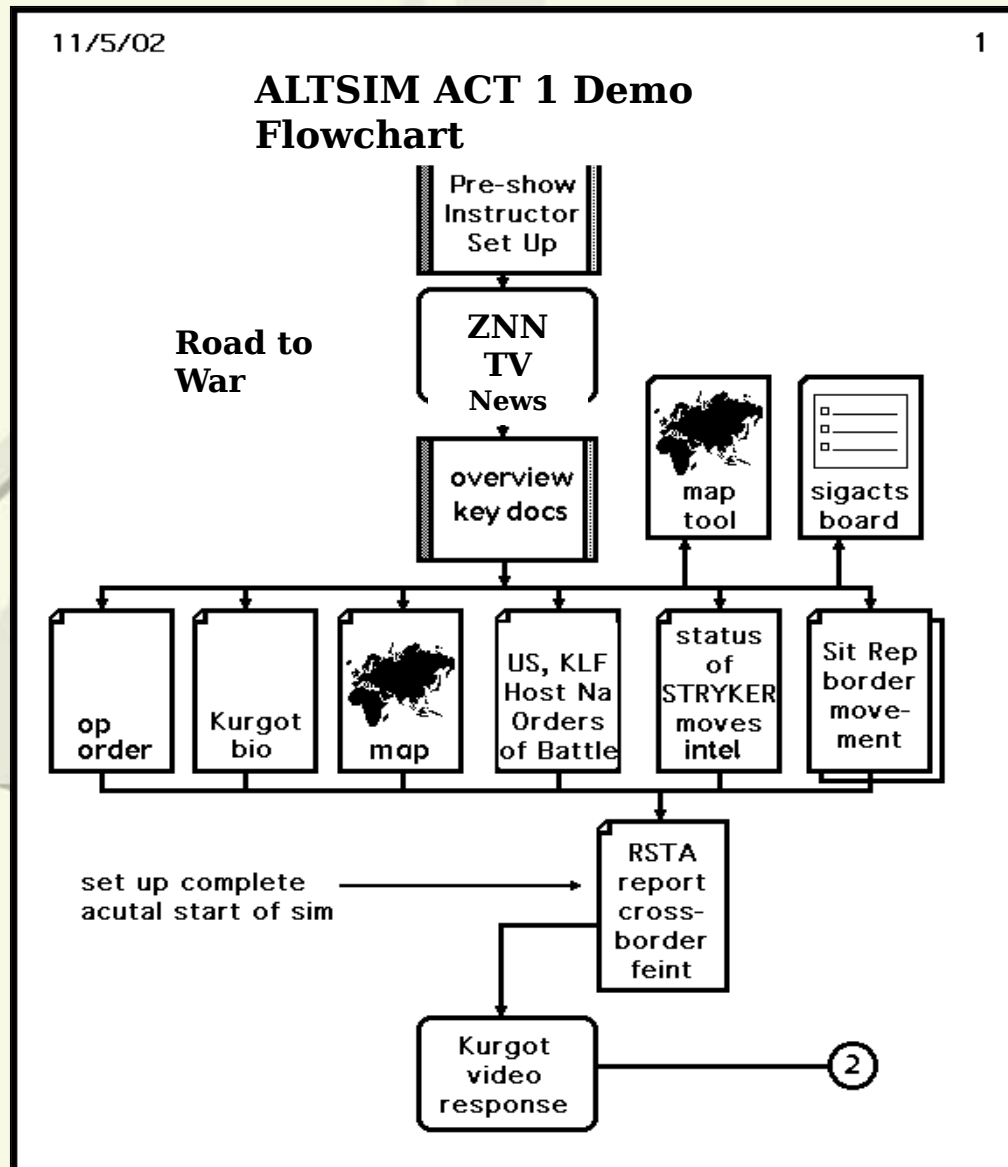
- **TOOLS & INFORMATION SOURCES**
  - SIGACTS, MAP TOOL
  - Intel reports, SITREPS
  - Simplified Reporting Tool (SRT)
- **MAP TOOL: OPFOR status & intent; CIA Profile of OPFOR CDR**
- **COA Template**
- **FRAGO Template (input device)**



# ALTSIM ACT 1: Interactive Design

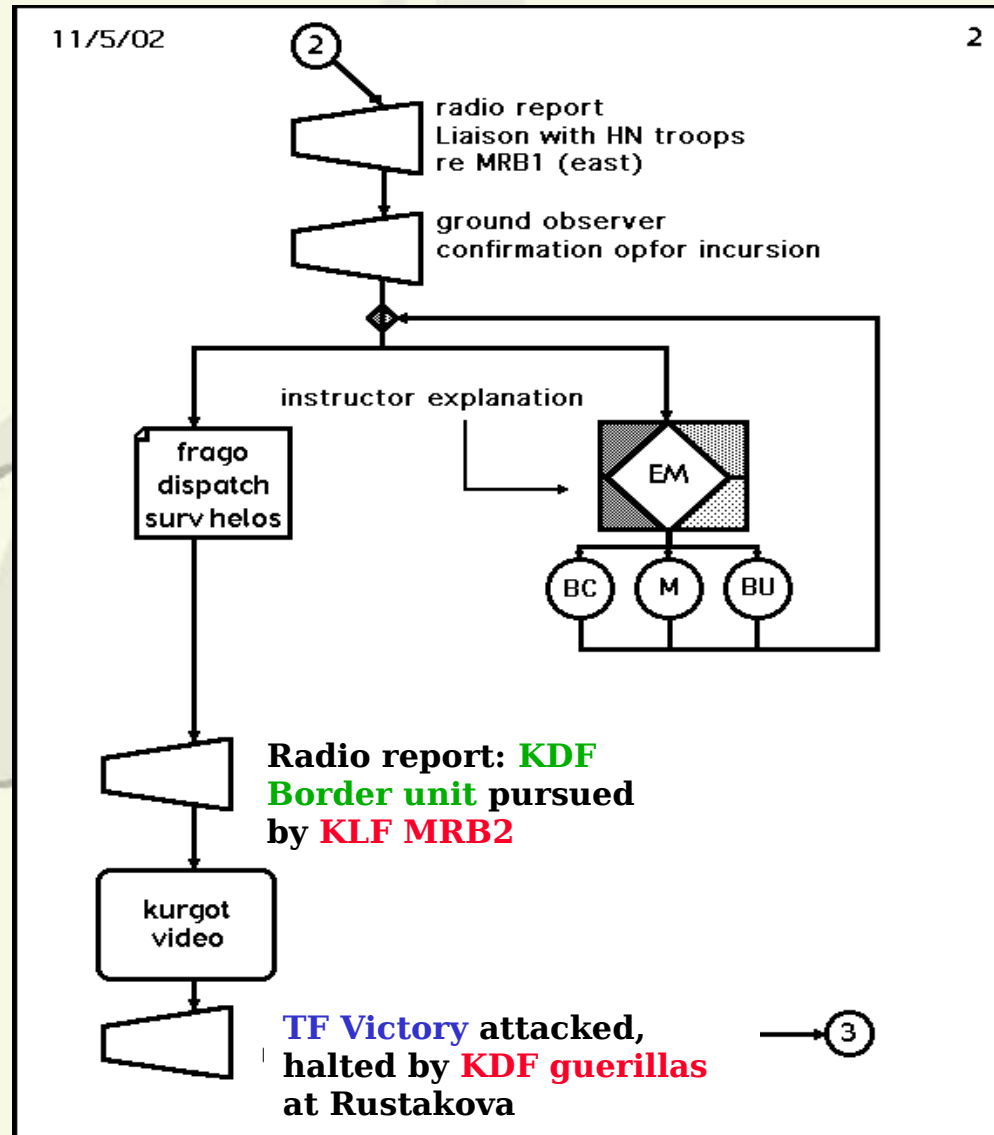
Backstory

Inciting Incident



# ALTSIM ACT 1: Interactive Design

Progressive  
complications



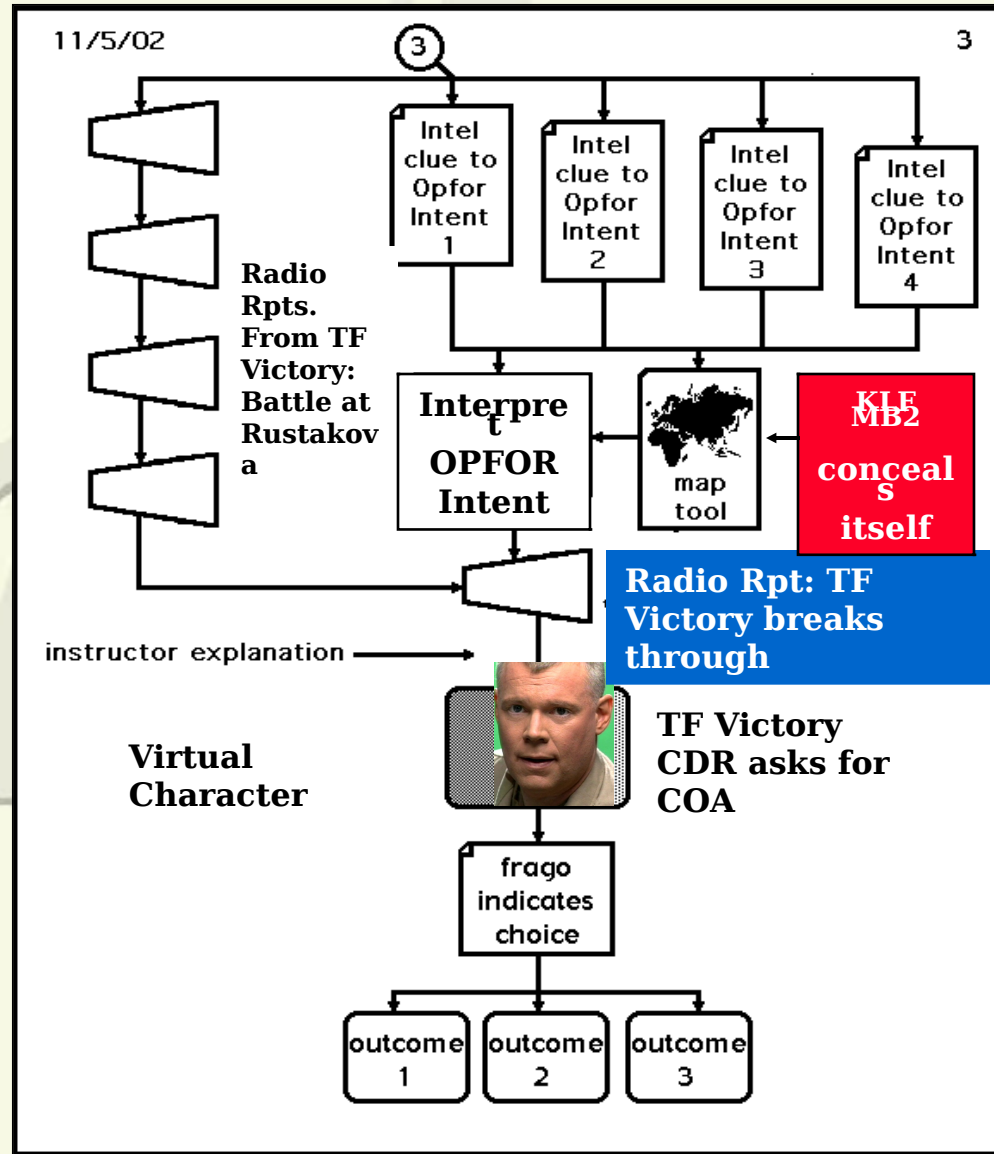
# ALTSIM ACT 1: Interactive Design

## Crisis:

OPFOR (KLF MB2) has gained tactical advantage in position and concealment

## Decision

**Climax of Act 1**



# Characters Communicate with the TOC

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- **RED HUNTER, TF Victory CDR to BDE TOC:**
  - “See possible opportunity to change mission from Kandun to focus on OPFOR moving vicinity Rostava.”
  - “Request analysis by Bulldog element.”
  - ***“Can we head south and take the fight to the enemy? Need your decision ASAP”***
- **COL. OZUMAN KURGAT, CDR, Korastani Defense Force, N.E. Military Dist.**
  - *“Kandun must be protected at all costs.”*
  - ***“Going south to find the enemy is a dangerous gamble.”***
  - *“I cannot send any additional resources.”*





# TF VICTORY CDR: MAJ. REDMOND "RED" HUNTER, U.S.A.

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## Virtual Character

**Photo-Real  
animation**

**Programmed  
interaction**



- **Prompts TOC for change of mission requiring good visualization and aggressive COA**
  - *"Prefer to take the fight to the enemy"*
  - *"Can protect Kandun by catching enemy in the open."*
  - *"In my book it says 'break the bastard's legs before he gets near his objective.'"*

USC

# MOMENT OF TRUTH

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**Send Task Force...**

- *east to protect Kandun?*
- *south to engage the enemy?*



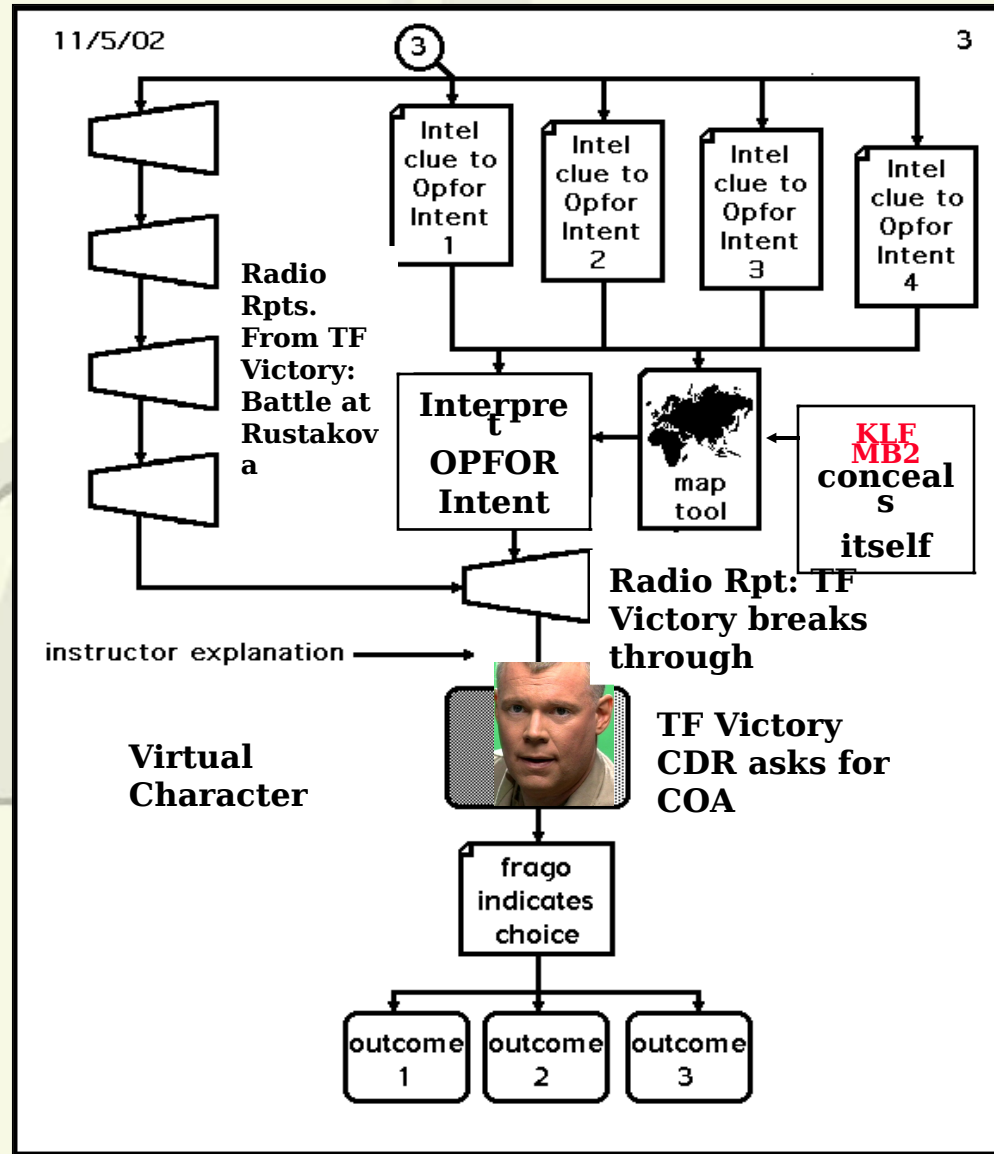
# ALTSIM ACT 1: Interactive Design

## Crisis:

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## Decision

**Climax of Act 1**



# Climax: Variable Outcomes

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- **If COA is to send TF Victory to defend Kandun...**
  - KLF Motorized Brigade 2 attacks border towns, sabotages elements of Koristani infrastructure.
- **If COA is to send TF Victory south to engage KLF forces and...**
  - TOC has built COA on good visualization: TF Victory finds, fixes and destroys most of the KLF force.
  - TOC has built COA on poor visualization: KLF elements outflank TF Victory and push north to Kandun.

